

Lecture note-6

There may be differences in how lecturer and students pronounce certain words. So please make sure to have to have lecture note and print it out before listening lecture.

I. Studying as a leader

"You cannot separate leadership from learning" (John F.Kenedy)

How will you grow up?

1. _____ in Yourself

Harry Truman said "If you want to lead others, then you must first be able to lead yourself."

2. Never Stop _____.

Rick Warren, the author of "The Purpose Driven Life" said, "Once you stop learning, your life as a leader _____ as well."

If you want to continue being a _____, you must never stop learning.

The best way to maintain trust of your followers is to show them your willingness to continue learning .

3. Be influenced by your _____ .

Walt Disney said "I am made up of parts of everyone I've met in my life."

In other words, whether you want to be a life time student or lead an organization suitable for growth, the secret of success can be found by those around you.

II. Obstacles to Leadership

The most precarious time for a leader is right after a victory.

A victory is difficult, but what is more difficult is to protect that _____.

You must be even more careful in times of prosperity, than in times of _____.

You must be on guard even more when you are successful than you are going through difficult stretches.

We remember advice of Thomas Carlyle.

"Crisis is a difficult opponent for all; but if there are 100 who can endure crisis, there is only _____ who can endure success"

Many fall because of _____ , rather than of failures.

In this respect, success is just as dangerous as failure.

You can do great things if managed well, but if not, it can make life difficult for a lot of people.

Therefore, leader must know what the winner's obstacles are.

Winner's Obstacles

1. Guard against _____.

The biggest obstacle of a winner is carelessness.

Apostle

Paul was well aware of this and warned against carelessness.

"So, if you think you are standing firm, be careful that you don't fall!" (1 Corinthians 10:12)

2. We can see that the biggest obstacle is _____.

Napoleon said after being humiliated at Waterloo, "My demise is not to be blamed on anyone but me; I was my worst enemy and the cause of this tragic destiny."

Jack Parr said, "Life is like a hurdle race and the biggest one of all is myself."

3. The great victory is to get up after _____.

Confucius said, "The greatest victory is not to fall, but to get up each time you fall."

No failure means no _____, no ordeal, no test.

God never uses those who have not passed through trials, ordeals, and tests.

God actually uses those who have come out _____ from their trials and ordeals.

Therefore, we must never be disappointed when experiencing failure; we must never be discouraged.

The righteous in the Bible are not those who never falter.

It is those who rise up every time they _____.

for though a righteous man falls seven times, he rises again, but the wicked are brought down by calamity.(Proverbs 24:16)

III. Leadership Killers-2 (From Footsteps of Giants, John H Han)

There are so many of us who have the _____ to become great leaders, but disappear unfortunately because they are not able to train themselves to show it. This is because they were not able to overcome different _____ they encounter on their way.

1. External Killers

1). _____.

A system is established in order to achieve the vision, but as the time goes by, the system actually hinders with the organization's vision.

Because their manual is so thorough and detailed, they just get used to do things and work as robots according to the manual, their policy, text book.

They are averse to _____ and do not want to cross that bridge to real success.

However, they just don't know that they are frogs, slowly dying in a warm water.

2) _____.

Leadership is about managing people, so it is also right in saying that a leader is made by people. Ironically, however, the leadership candidates with real potentials sometimes end up failing miserably because of _____.

We maintain relationships with 3 types of people at all times, and each type can become a leadership killer in their own way.

a) _____.

Regardless of how much leadership potential you have, if you are working under a nihilistic leader who does not pay attention to mentoring his _____, it is easy for that potential to wither away.

Under this leadership, any leadership potential is likely to wither away.

b). Jealous and Critical C _____,

The communist government created a system where colleagues spy on each other in order to seamlessly manage their organization.

As a result, they were able to minimize the chances of espionage or treason, but resulting lack of trust and teamwork amongst the co-workers slowly made it lifeless and robotic.

This was the reason why many great talents had to risk their lives to exile to the future.

c). Disobedient & Negative F_____:

Unfounded rumors, rude remarks and irresponsible words and behaviors have disappointed countless leaders and pushed them out of their leadership positions.

A well known leadership expert called these difficult followers "hidden sharks". There are always people like this and unless managed well, the leadership itself can be shaken to its foundation.

3). Socio-Cultural L_____.

Warren Bennis is the Professor at USC Business School and served as advisor to 4 US presidents.

He pointed out that the American culture with its roots on individualism, materialism, and pleasure has become a critical _____ to bringing about a good leadership to this country.

Especially, it has become prevalent to pay more attention to a flamboyant leader rather

than those with real substance of vision and principles.

Second is internal killers.

For internal killers, we will be able to think about 1) inferiority complex 2)Arrogance 3)workaholic 4) self-righteousness 5) moral hazard. For those subjects, I have mentioned as appendix at last page.

IV. Creative Leadership

What is Creative leadership ? .

It is not anything new. It is about being more open, more communicative, more sharing, and full of _____.

The difference from traditional leadership is just the attitude and the behavioral patterns.

It is not just about creating something new, but making it beautiful, wise, and righteous.

In order for this to happen, you need an abundance of creative imagination based upon .

"If you are to become a truly creative and successful leader, you must pay attention, give everything you have, materialize your imagination, play hard, work together, and create."
(Robert Root-Bernstein, "Sparks of Genius: The Thirteen Thinking Tools of the World's Most Creative People")

The key word here is "_____". You can't do it by yourself in a creative society.

It is about team leadership, co-leadership, leading together.

So creative leadership must be

1. P_____attention .

This is to change the way you have concentrating and to do so using "left" "right" mode.

"Left" mode is about language, parts, and analysis, while the "right" mode is about imagination, whole, completeness.

It has been said that the right side of the brain contains the wisdom of your ancestors, being passed on to the next generation.

Therefore, you must use both modes when you concentrate.

In other words, it is to use your entire brain.

In order to do that, you must pay attention to the _____ space which you have been intentionally or unintentionally avoided until now, and you must also improve the kinesthetic effects by moving your body.

2. G _____ everything you have.

You must call up every ounce of your resources including your passion to connect and work with those within your organization.

If you do not know what your colleagues are, what they know, and what they expect, you cannot be their _____.

No matter where you are, people have different talents. There are so much more to these people other than the work itself, but they just don't know how to effectively use those gifts.

3. C _____ your imagination.

It is to go beyond "reap what you sow" mentality.

Images and how they are projected are constantly changing, going through a revolution after a revolution.

Pictures, stories, symbolisms, visual arts have breathed a new life into the language of this new era.

You must set your story straight and use different metaphors to project your _____.

4. P _____ hard

Sociologists like Kenneth Gergen have been emphasizing how playing is important to a person's development.

The reason for reemphasis on playing is because _____ is a rhythm, a flow, a science, and a skill.

Running around and playing are based upon curiosity, experimental spirit, and thirst for knowledge.

You must of course _____ hard, but the more complicated things get, you must also be able to get away and give up at times. Playing makes you curious about things.

You get yourself out of your usual restrictions and change the way you work.

You explore freely, experiment with things a little bit, and move your body around a little bit in order to create new _____.

5. W _____ together

Working together is about putting something in the middle and going beyond the

through creating a common ground and having a conversation.

6. S leadership

The 21st Century is not about doing it alone, but doing it together. Two or three, or a team get together to accomplish a common goal.

If leadership so far was about individual, the leadership of the 21st century is based upon a , not an individual.

It is not an outdated(구시대적) system of a linker and a manger(물막이. 여물통), but a horizontal organization that gives each member the same _____ and authority to carry out a given task.

It is no longer a leader taking on the responsibility by himself, but all together.

It is not a cosmic makeup of leaders and followers any more.

Therefore, a leadership that is co-owned combines concepts of _____ and team leadership.

It is not about one individual at the peak, but two, three, four, five people take over different _____ to lead.

Traditional style of "manning your desk" is no longer viable; the era of CEO behind a mahogany desk is no longer viable.

Now is the era of CEOs moving and working _____.

People now realize that this cooperative spirit is the strategy that can bring out the most talent out of an organization.

This is like a promise that makes everyone within the organization "partners" in order to satisfy ever changing appetites and demands for _____ work.

The most typical of this new leadership can be found in Steve Balmer, the guy behind the scenes at Microsoft.

If Gates was the guy finding new markets, Balmer found a way to dominate the market.

If Gates was the quarterback, Balmer was the workhorse running back who did everything he could do to help his team win.

Just like there is a goal gather and there is a playmaker in soccer, everyone must work together for the common goal.

V. Relationship between Leadership and Organization.

You cannot think leadership separately from organization.

In order to understand leadership, you must first understand the type and the way of communication for that organization.

In order for leadership to be deployed, you must first have an _____.

Two or more people make up an organization.

Therefore, it doesn't make any sense for anyone to say he knows leadership without knowing the organization.

There are different types and corresponding characteristics of an organization.

1. Organization as a m_____.

Organization has its meaning as a tool or an instrument.

2. Organization as an o_____.

Due to the paradigm shift from mechanical science to biology, equations such as "molecules = individual" "cell = house", "organism = organization", "species = group of organizations", "ecology = society", etc.

3. Organization as the b_____.

It is about studying and organizing oneself. There clearly is a difference between brain and a piece of _____.

Even if you eliminate 90% of its brain, a mouse still finds its way around the maze.

On the other hand, see if your radio works after taking 90% of its parts out.

There is nothing that can stand up to the brain in this world.

Brain :

(1) is a system_____ that handles information

(2) is a complex_____ chemical response system that sends out messages and causes behaviors

(3) is a black box_____ that connects stimulus and reflex

(4) uses chemical and electrical changes and turns them into ideas_____.

(5) is a _____ system that works based on neurological codes that turns external changes to behavior.

(6) is a _____, in other words is the process in which different elements of "conversion of logic and expansion of highly original thinking" converge to create a single process.

4. Organization as _____.

Think of an organization as a cultural phenomenon.

Cultural difference creates different meanings to an organization.

5. Organization as a _____ prison

People are bound in chains in this cave and they cannot move at all. They can only look at the cave and the walls surrounding them. The light shines against the wall and brings out shadows of man and different objects.

People in the cave takes these shadows as the reality, names them, talks about them, and connects the sounds coming from outside the cave to the movements of these shades on the walls.

To the captives in the cave, the truth and the reality only exist in this world of shadows.

This is because they do not have any other knowledge about the world than the ones within the cave.

If any one of these people gets to get out of the cave, comes back, and explains how the real world works, the people won't believe him.

It is highly possible for anyone to be a prisoner of "The favored ways of thinking. "

To study relationship between leadership and organization is very important for leaders.

VI. Self-Assessment on criticism.

1. Self Assessment Standards - How do we assess ourselves (John C. Maxwell)

1) We do not apply the same _____ we apply when judging others.

One of the most important lessons I learned in my career of consulting people is that

"The majority of the people do not really see themselves the way they should."

If we do not see _____ straight, then we will never know where we have gone wrong, and as a result, we cannot guide ourselves to the right path.

2) We are harsher to _____ than we are to ourselves.

The majority of people have double standards when it comes to judging themselves and judging others.

When we judge others, we take his actions as the basis of criticism and we use the highest of high _____.

On the other hands, when we judge ourselves, we take our "motives" as the basis.

Therefore, we easily forgive ourselves for our mistakes if our motives were good.

This leads us to continue making mistakes and forgiving ourselves until change is demanded to us.

2. Handling Criticism - How do we handle criticism?

Here is a good example to handle criticism like:

A salesman told his barber that he planned to take a trip to Rome.

The barber was from Northern Italy.

"Rome is so overrated. Which airline are you flying?"

When the salesman told him the name of the airline, the barber said,

"Really? Seats are packed and they serve crappy food.

Their planes are delayed all the time. Where are you staying?"

When the salesman told him the name of the hotel he was staying, the barber almost screamed.

"Why would you want to stay at such a place?"

That hotel is in a crummy area and is known for its horrible service.

You would be better off staying at someone's house."

The salesman answered.

"Well anyways, I am hoping to close a big deal in Rome; after that, I'd like to meet the Pope if possible."

"You will run into a lot of problems doing business in Italy. And don't even think about meeting the pope; he only meets with the important people."

3 Weeks later, the salesman finished his business trip and went back to the barbershop.

The barber asked, "How was your trip?"

Oh, it was the best. The airline was perfect; hotel service was great. I got the deal done and I got to meet the pope!!"

Barber almost screamed in disbelief.

"You met the pope? Really? How was it?"

"I slowly walked to him, bowed down, and kissed his ring."

"Wow, what did the pope say?"

"Well, he looked at my hair intently, and said, 'Where in the world did you get that haircut? It's horrible.'"

Well, how do you think about this episode ?

3. To overcome criticism,

1) K yourself.

Benjamin Franklin said, "Three things are very difficult to conquer: steel, diamonds, and knowing ourselves."

2) C yourself

If someone gives me an accurate and sincere criticism, I must be able to take measures to resolve that. It is my responsibility and my duty, as well as a condition to becoming an excellent leader.

If I can take constructive criticism and take that as my chance to look back at myself and to acknowledge my weaknesses, this will give me a c to change my life for the better.

Of course, it hurts to be criticized and more often than not, we let our frustration show.

However, after I calm down, I sit down and think about whether that criticism was _____ or destructive.

We must escape from the trap of thinking my criticism is always constructive while others' is destructive.

In order to avoid getting trapped into thinking like that, I go through the following routine to see what kind of criticism it is.

1. W_____ criticized?

A hostile criticism of a wise man is better than zealous applause of a fool.

Therefore, at times it is important to see who criticized you.

2. H_____ did they criticize you?

I think carefully about whether that person had my best interest in heart or not.

3. W_____ did he criticize you?

Is it based on personal issues? It is for my benefit? Sometimes people criticize for the sake of criticizing and take pleasure in harsh criticism.

This kind of criticism does not help the recipient at all.

Whether justified or not, it is up to me to decide whether I grow from it or not.

It is only when we have the willingness to change that we can move into the right direction.

For this reason, I try very hard to keep the right attitude whenever I am criticized.

In other words,

* I do not try to find _____.

* I try to find the smallest of _____ in that piece of criticism

* I try to see what _____ are necessary.

* I try to do the _____ thing.

3) A_____ yourself.

You can see where your strengths are only when you know yourself and acknowledge yourself. I have stressed that we must work in the areas of our strengths a few times already.

I want to reemphasize that it is a sign of maturity to be able to acknowledge yourself.

Why should you be worried about how others think of you?

It is because you believe in the opinion of others than your own.

Judith Bardwick said, "Self confidence does not come from being acknowledged by others; real self confidence comes from within, from knowing your strengths and

weaknesses."

4) L_____yourself.

We studied to handle criticism like know your self, change your self, acknowledge your self.

The final step to handle criticism is to lose your self.

In other words, stop concentrating on yourself.

As we grow up, we have spent so much time worrying about what others think of you.

Remember the teachings of Parkenham Beatty who said, "Learn to live YOUR WAY.

Don't worry about what others tell you. Don't worry if they hate you."

"It is a blessing to be able to laugh about your own problem; you will always be happy."

Assignment/ Discussion

1. What are your weaknesses as a human being?

2. What are your weaknesses as a leader?

3. What do I need to change?

4. How do I react to criticism?

* Ignore it

* Try to make excuses for it

* Fight against it.

All three responses are not the right response.

Then, how to do ?

5. What did you do after being criticized?

* Who criticized me?

* How did he criticize me?

* Why did he criticize me?

Do you think about these things and think about the guy who criticized you?

6. Do you think of criticism as a chance to change yourself?

Assignment must be turned in today to Pr. Mapendo as director

Appendix

2. Internal Killers ,

1) Inferiority Complex ,

That is probably why the French used to pretend not being able to speak English to US tourists even though they do. It's gotten a lot better nowadays, but you get the point.

Inferiority complex has a great influence on the attitude of a nation towards life.

Inferiority complex is ultimately a pride hurt and it works as a leadership killer.

Why do we see a reflection of ourselves from the French?

2) Arrogance.

.....

3). Being busy and workaholic.

Being busy for the sake of being busy makes us lose sight of what's really meaningful and important in our preparation of the future, because it drains our energy thinking about the imminent problems of the present.

Workaholics also end up losing the time to plan for the better future because they just have so much to do in their minds.

This is a problem experienced by those who work too hard.

The problem for them is to lose the wisdom of focusing on what is really important because they are too busy taking care of business of today.

The first mistake often made by those whose life is centered around work is that they do not prioritize appropriately.

King Saul in the Old Testament could not wait for Samuel to preside over the worship, so he just went ahead and did it himself.

This not only was an act of disobedience, going beyond his authority, and ultimately it dealt a critical blow to his leadership.

Because he was too focused on the impending war, the task at hand, he made this

mistake.

Work-centered person is prone to make this mistake.

Vacation comes from the verb, "to vacate", meaning "empty."

It is a real break and rest to get completely away from your normal routine and to be able to enjoy time away.

4). Self- righteousness .

Leaders must have a wider horizon than most, but because today's society focuses so much on expertise in one area, we really don't see these true leaders.

Experts know their areas better than most, but that also translates into ignorance in other areas.

Furthermore, they are prone to become stubborn in their views and insist on their opinions.

There are many experts in today's world, but there is no leader who can bring all these

experts in one room to create a "symphony."

Much of the blame should be placed on today's education and social systems that focus and emphasize so much on expertise.

What all leaders must remember is that their strengths can also work against them.

For example, among pastors, there are some who are great speakers, but they are Weaker in terms of meeting people face to face.

Because they are not as confident, they tend to pay less attention to those areas, and that sometimes come back to haunt them.

5). Moral Hazard : Money, Sex, Power.

For this subject, I do not need to explain more because you know very well what those are.

Up to now , we studied on leadership killers with many subjects. Even though you are not able to memorize all stories, but you need to keep in mind each topics of leadership-killers.